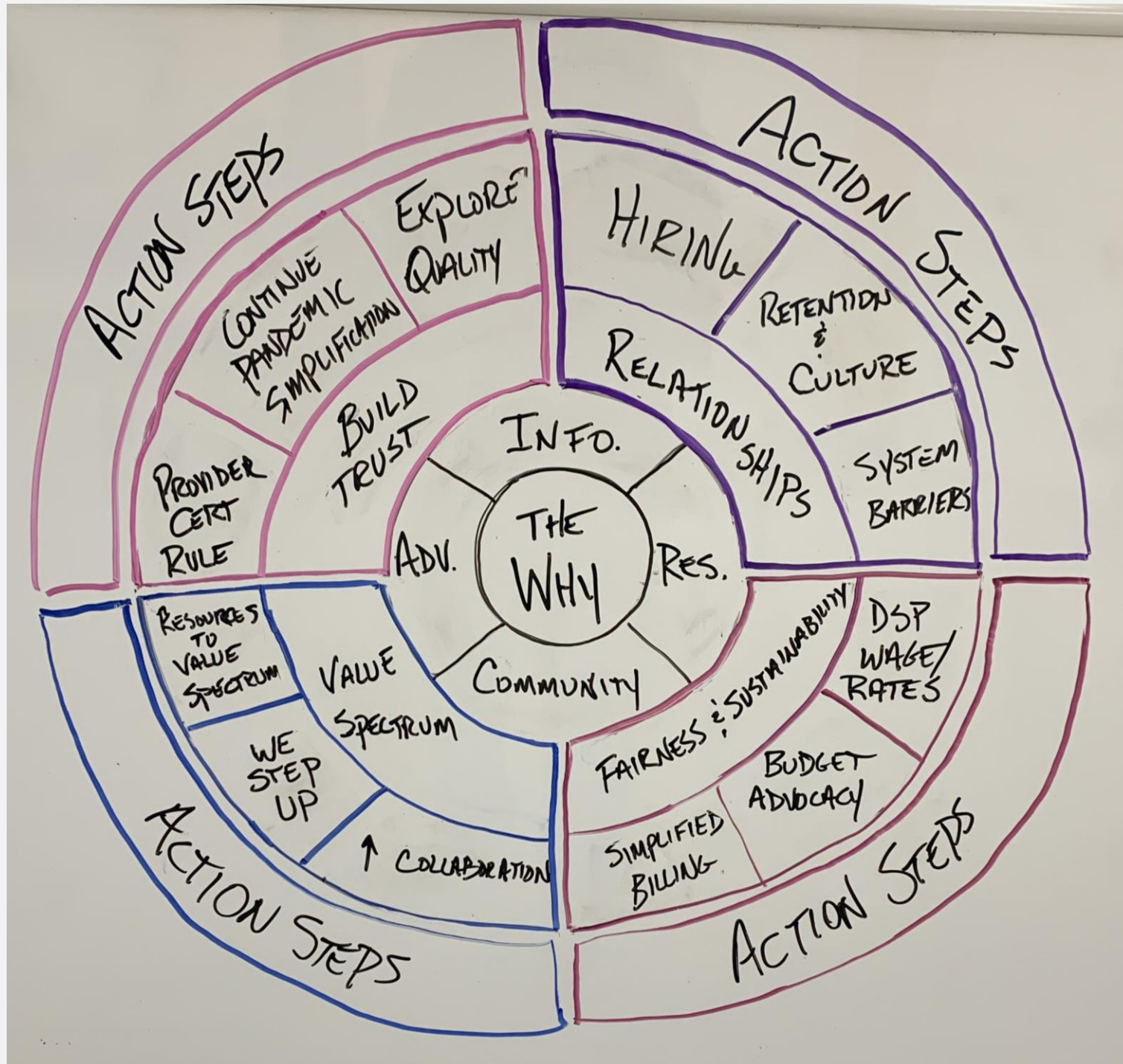


GUIDING PRINCIPLES AND STRATEGIC PLAN

STRATEGIC PLAN FRAMEWORK

- Board voted to approve OPRA's 4 Guiding Principles as basis for strategic plan development.
- Used 'Golden Circle' framework to start with our 'why' and build the plan out from there.
- Established 'core values' of advocacy, information, resources and community.
- Developed action steps and timelines based on priorities, knowing adjustments would be likely based on changing contexts.
- Strategic plan to be implemented through next budget cycle.



THE WHY

OPRA and its members are focused on supporting the success of Ohioans with intellectual and developmental disabilities.

PRINCIPLE #1

We believe the primary focus of our work is the positive and supportive relationship between front-line professionals and the people they support.

4-FRONTS OF THE WORKFORCE CRISIS/ EMERGENCY



4 PRIORITY AREAS

- Rates and wages
- Protecting the people we support
- Recognizing and dealing with 'hot spots'
- Future of our system

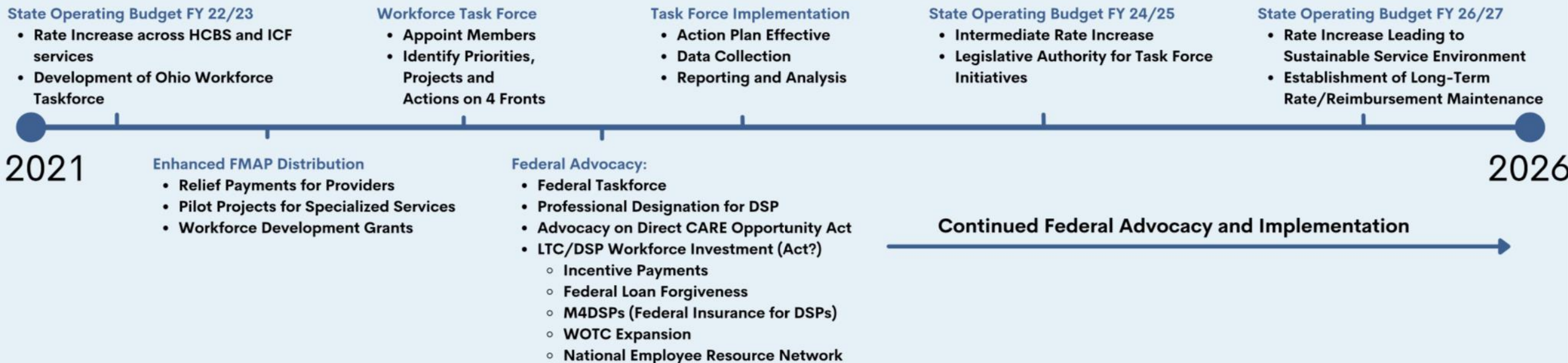
PRIORITY I: ACTION STEPS AND ACTIVITIES ADDRESSING WORKFORCE

- Biennium Budget- The bulk of our budget advocacy focused on ‘workforce, workforce, workforce’, securing increases for DD services as well as the establishment of the Workforce Crisis Task Force.
- Recruitment and Retention Grant- Secured funding to support almost 70 member organizations in social and physical media campaign to recruit potential employees as well as follow-up meetings to share promising practices for new staff.
- ARPA- Developed and submitted both OPRA and coalition proposals to secure enhanced FMAP specifically to address the workforce crisis ‘lump sum’ funding and workforce grant opportunities.

PRINCIPLE I: WORKFORCE/RELATIONSHIPS

- WCTF/Hot Spots: OPRA budget advocacy for the budget led to the development of the WCTF, and led visits to 'hot spot' areas, bringing OACB and DODD reps to meet with families and staff of some of the areas most impacted by the workforce crisis.
- Competency Add-on study: Began project w/ OSU Nisonger center to identify the barriers to implementation of the competency/longevity add-on in order to develop a system/program that is more effective at retaining quality DSPs.
- Federal Advocacy: We continue to work with and advocate w/ Federal partners on issues that will impact workforce including HCBS funding in budget reconciliation, DSP recognition bills, and currently, potential vaccine mandates.
- MUI- Based on workforce priorities, we have seen movement and new initiatives regarding MUI processes from some county board partners in order to be more responsive and sensitive to its impact on workforce.

Ohio Disability Workforce Initiatives: Confronting the Crisis, Securing the Future



Working Together To Confront the Crisis and Secure the Future

Provider

- Marketing/Outreach
- Onboarding Strategies
- Training
- Operations to Support Culture

State Executive

- Resources for Education and Awareness
- Lead Agency in System Reform
 - MUI/Review Reform
 - Specialized Services/Certified Provider
 - Rate Reform to Address Underfunded Services

State Legislature

- Investment in Rate Maintenance Over Next 3 Bienniums
- Legislative Development and Enforcement of Workforce Task Force

Federal

- Investment in Workforce Development Activity
- Incentivize Direct Support and Long-Term Care Careers
- Expand Access to Disability Services Across Service Spectrum

PRINCIPLE #2

We believe providers should be supported and trusted to support people with developmental disabilities and operate effective and successful organizations.

Action Steps	Lead Staff	Arena 4 Action	Key Partners	Key or New Committees	Outputs & Activities	Timelines	Outcomes
1. OPRA will advocate for changes to the Provider Certification rule that strengthen trust and help alleviate workforce crisis.	Pete	Executive Advocacy	OACB, OHCA, OWN, VFA, Etc...	Policy Committee	Modification of proposed rule language. Frameworks for training and TA to meet rule. Engage with advocacy partners.	Immediate-Next 3month-6months	First step in promoting trust and autonomy for providers. Redefine provider review and cert process based on demonstration of quality through review process. Establish idea of 'provider in good standing'. Redefine compliance relationship to be partnership in excellence.
2. OPRA will advance system simplification based on regulations relaxed during the pandemic.	Christine, Scott, Rachel	Executive Advocacy, State Legislative, Federal legislative. Committee discussion and analysis.	Associations, ANCOR, DODD, County Boards.	Policy, Day Array, Residential Waiver, ICF, HR.	Training, Training Timelines, Background checks, day service, collapsed budgets for LV1. Establish rules that can be relaxed. Determine regulatory authority. Develop position paper, recommendations and advocacy strategy.	Establish rules and authority Now-March.	Simpler system long term. Trust built in system. More flexibility for providers. Gets staff on the floor sooner and real-world training. Increase in retention.
3. OPRA will form a member committee to discuss views, visions and opportunities related to quality service provision that promote trust and autonomy for providers.	Pete, Rachel	Focus Groups, Committee Data and resource gathering. State executive advocacy.	Stakeholders to be determined based on review of quality measures.	Focus group. Larger committee of external stakeholders.	Establish focus group on quality to establish barriers and opportunities related to quality. Establishment of practices for OPRA support of members. Exploration and understanding of quality certifications, and what is viable for OPRA members.	Recommendation and/or positions developed by Q3 of 2021. Implementation strategy TBD by proposal development.	Development of OPRA Quality standards, as well as resources to help members meet those standards. Regulatory standards based on quality service provision and 'provider in good standing'

PRINCIPLE 2: PROVIDER CERTIFICATION ADVOCACY

- Successfully delayed implementation by several months and advocated for phased-in implementation.
- Though somewhat belatedly, OPRA advocacy led to recent changes in GED/Diploma/Age requirements, allowing more flexibility and expanding the pool of eligible potential staff.
- Held 'Town Hall Tuesday' member training, walking through the changes being implemented through the PC rule.
- Several meetings and points of advocacy and clarification on specific pieces of rule language.

PRINCIPLE 2: SYSTEM SIMPLIFICATION

- Simplification/reform: Ongoing advocacy framework through all arenas intended to simplify and/or reform system that enhance trust and respect for providers.
- Major involvement in several state workgroups including OSOC, Med Admin, Blueprint, MSS/MRC and Technology 1st advisory committee.
- Essential part of Blueprint workgroup, Waiver workgroup and waiver simplification group; expecting positive changes on this front in 2022.

PRINCIPLE 2: QUALITY

- Member committee on hold due to staffing crisis.
- Work in Blueprint quality/standards sub-group.
- Important discussion in relation to future budget negotiations.

PRINCIPLE #3

We believe providers must be sufficiently compensated to deliver essential services to meet the needs of the people they support in an ever evolving society and system.

Guiding Principle #3: We believe providers must be sufficiently compensated to deliver essential services to meet the needs of the people they support in an ever evolving society and system.							
Action Steps	Lead Staff	Arena 4 Action	Key Partners	Key or New Committees	Outputs & Activities	Timelines	Outcomes
1. OPRA will develop recommendations around a sustainable DSP rate structure.	Pete, Rachel, Scott, Christine.	Exectuive, state and federal legislative advocacy. Blueprint workgroup	DODD, Othe Associations, ANCOR, State legislature, OADSP.	Focus group on wages, Residential, ICF, Day Array, Policy Committees.	Establish OPRA focus group on tiered billing and/or Value-Based models for rate structure. Develop advocacy positions based on that. Advocacy in 2024 Biennium budget.	Groundwork laid now. Recommendations and policy positions developed for 2024 Biennium Budget.	Wages/rates that are appropriate to the service delivered. More applicants, less turnover, less overtime. Higher skiled workforce.
2.OPRA will advocate for simplified billing processes that alleviate financial and adminstrative burdens on providers.	Pete, Rachel, Scott, Christine.	State executive advocacy.	Associations, External and members SMEs, DODD, OACB.	Focus group on wages, Residential, ICF, Day Array, Policy Committees.	Focus Group on billing practices. Review billing processes to determine immediate advocacy positions vs long-term system reforms. Development of OPRA advocacy position.	Through 2024 Biennium budget.	Reduce amount of time not spent on service provision. More time to be spent on developing relationships.
3. OPRA will advocate during biennium budget cycle to maintain legislative investment and advance policy priorities.	Christine and Pete	State legislative advocacy	Mike, Anthony at Success Group. DODD. OACB, other provider associations.	Policy Committee, Residnetial Waiver, ICF	Collaboration with other partners to build coalition.	All Q1 and 2 2021.	Rate increases are maintained. Policy priorities.

PRINCIPLE 3: RATE STRUCTURE

- Secured rate increase in FY2022 budget cycle.
- Continued discussions with county boards, closing in on future funding commitment from CBs to match with legislature.
- Development of alternative rate models that support and incent work done by providers and specialized staff. “Tiered DSP or Tiered provider” model.
- Work with ANCOR and federal partners on advocacy for HCBS funding.

PRINCIPLE 3: SIMPLIFIED BILLING

- Work begun but long way to go on this front to simplify billing systems.
- Participation in MSS workgroup, Waiver workgroup and waiver simplification committee.
- Advocacy to advance OISP to standardize planning, authorizing and billing processes.

PRINCIPLE 3: BIENNIUM BUDGET

- Successful budget season securing 4% rate increase in difficult and highly competitive cycle.
- Development and growth of legislative relationships w/ key champions and new legislators.
- Work with system partners in budget coalition for unified advocacy approach.
- Budget work extended to day array with further rate increases and simplification in Group employment, IES and Career planning.

PRINCIPLE #4

We believe all services currently provided across the spectrum of services should be recognized as crucial to each and every person we serve.

Guiding Principle #4: We believe all services currently provided across the spectrum of services should be recognized as crucial to each and every person we serve.

Action Steps	Lead Staff	Arena 4 Action	Key Partners	Key or New Committees	Outputs & Activities	Timelines	Outcomes
1. OPRA will work with system partners on educational resources that promote the value for the full spectrum of services.	Pete, Christine. Rachel-ICF, Residential. Scott- Day Array	Legislative Advocacy, Community awareness building, system partner engagement	ANCOR, Local partners- CBs, Media, Community leaders.	ICF, Residential waiver, Day array.	Informational campaign that promotes ICF and Day Array services. Letter to all supers celebrating all spectrum of services. Educational materials that can be shared locally. OPRA member spotlights to celebrate spectrum. Educational material aimed at advocates to better udnerstand specialized supports. Help members develop niche/specialized services that help establish brand/identity.	Q3 2021-2023	Slow or stop efforts to eliminate/downsize ICFs. System partners will have a better understanding of diversity of service options and how they support those with limited supported options. Appreciation of Day services as essential services.
2.OPRA will move into next phases of 'We Step Up' Campaign to promote disability service providers to the community and legislative and executive agency partners.	Christine, Scott, Pete	Legislative Advocacy, Community Awareness, Executive Advocacy.	Success Group, Local Media, Community Leadership	Policy, ICF, Residential waiver, Day array.	Continued coordination of member campaign videos and campaign promotional resources, targeted connections with new legislators, Targeted budget campaign to key legislators.	Q1-2 of 2021	Understanding among legislators and state executives of DD services and efforts made through pandemic. Connection to new legislators to help advance budget and policy priorities.
3. OPRA will work with partners to develop collaborative trainings between County Boards and providers as well as local provider consortiums.	Scott, Rachel.	Trainings, consortium meetings and resource development.	OACB, County Boards, Provider Members.	ICF, Residential waiver, Day array.	OPRA staff will work with other stakeholders, primarily OACB and County Boards to provide quarterly collaborative trainings.	Q1 of 2021 and beyond	Better understanding of system issues between partners. Collaborative solutions that improve workflow for partners. Shared knowledge and resource base between providers and county board staff. Exposure to SMEs to mediate partner issues.

PRINCIPLE 4: SPECTRUM OF SERVICES

- Work on this to begin in earnest now and start of 2022.
- Draft development of OPRA I-pagers to explain and promote service options.

PRINCIPLE 4: ADVOCACY CAMPAIGN

- Work with several members to produce and share 'We Step up' videos to share publicly and with legislators.
- After board and committee discussions, especially with the rapidly changing landscape, we pivoted to 'Day Without DSPs' message for budget approach.
- Continued local connections between members and legislators as OPRA advances legislative relationships.

PRINCIPLE 4: SYSTEM RELATIONSHIPS

- 'Velcro Coalition' initiative to bring together county boards and providers around promising practices for mutual support and 'sticking together'.
- New and developing relationships with system partners, notably ODH.
- Coalitional approach to budget advocacy and workforce priorities keeps system partners close and more easily solves problems.

NEXT STEPS

- Review of action items still in development or in progress.
- Adjust elements of strategic plan to focus on next budget cycle and beyond.
- New action items if needed, especially in areas of workforce and system simplification.